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## Coordinating Board approves \$1.2 billion operating budget

The Coordinating Board for Higher Education approved a higher education operating budget request of more than \$1.2 billion during its Oct. 7 meeting at Southeast Missouri State University in Cape Girardeau.

The proposed FY 2001 budget, to be presented to Gov. Mel Carnahan and the Missouri General Assembly, totals \$1,229,581,451. It includes an average 3 percent increase for competitive salary adjustments and inflation. The inflation portion of the budget request for the public two- and four-year colleges and universities totals more than \$47 million.

Designed to promote access, quality and efficiency in Missouri higher education, the budget is built around the Coordinating Board's five strategic initiatives: institutional mission enhancement, student financial assistance, technology-based delivery systems, postsecondary technical education and performance-based funding.

More than \$23.7 million is recommended to fund the public four-year institutions' mission enhancements. Each institution has prepared a plan to focus its mission on a few key areas, thereby encouraging specialization and minimizing program duplication among

Missouri's colleges and universities. As a result, Missourians will have access to a wide range of high-quality, distinctive programs.

A set of desired results for each institution's mission enhancement has been developed in cooperation with the public four-year colleges and universities. Those results will become part of the accountability report each institution is

expected to make to the board upon completion of its five-year mission cycle.

The Coordinating Board approved a recommendation of \$17.2 million to support the state's technology-based

delivery systems. The recommendations include funding for the Missouri Research and Education Network, or MOREnet, which provides high-speed Internet access for faculty and students at Missouri's colleges and universities as well as for K-12 schools, community networks, libraries and government agencies.

A third-year funding request for MOBIUS, the common library system for Missouri public and independent academic libraries, also is included. MOBIUS will create a "virtual collection" of about 14 million volumes in Missouri's college and university libraries.

**The proposed budget, totaling \$1,229,581,451, will be presented to Gov. Mel Carnahan and the Missouri General Assembly.**

# Coordinating Board discusses budget, early awareness and outreach, mission enhancement

**T**he Coordinating Board for Higher Education approved a \$1.2 billion higher education budget request and discussed early awareness and outreach activities and mission enhancement during its Oct. 7 meeting at Southeast Missouri State University in Cape Girardeau.

In addition to the operating budget request, the board also approved capital improvement requests totaling \$5.5 million for the community colleges and \$156.6 million for the public four-year colleges and universities and Linn State Technical College. (See story, page 1.)

The board also reviewed MOSTARS' plans for early awareness, outreach, default prevention and debt management initiatives. The goals of these initiatives are to increase attendance rates and learning success at the college level, particularly among underrepresented and underserved student populations, and to reduce the state's student loan default rate and students' dependence on credit card debt.

To achieve its goals, MOSTARS will work with the Department of Elementary and Secondary Education, ACT Inc., Missouri colleges and universities, Missouri middle and secondary school districts, TRIO Programs and the Heartland's Alliance for Minority Participation.

Also during its meeting, the Coordinating Board reviewed the FY 2001 mission enhancement activities of Harris-Stowe State College, Truman State University, Lincoln University and the University of Missouri. The board also approved mission, role and scope statements for the state's community colleges.



The Coordinating Board for Higher Education meets with the Southeast Missouri State University Board of Regents in conjunction with the Oct. 7 CBHE meeting on the Southeast campus. Pictured, from left, are Dr. Kala M. Stroup, commissioner of higher education; Dr. Donald Dickerson, president of Southeast's Board of Regents; Dr. Ray Henry, chairman of the Coordinating Board; and Dr. Kenneth Dobbins, president of Southeast.

In addition, the board designated Missouri's occupational areas of high-demand for the Advantage Missouri loan and loan forgiveness program. The board designated occupations related to computer technology, advanced manufacturing and biomedical-biotechnology as high-demand for the 2000-01 academic year.

Students completing designated academic programs who become employed in Missouri in the designated high-demand occupational areas, which are the same areas designated for the 1999-2000 academic year, are eligible for the Advantage Missouri program, which MOSTARS administers.

The Coordinating Board also endorsed the development of a Missouri Learner's Network, which will improve Missourians' access to off-campus and Internet-based credit courses and degree programs.

In addition, the board approved a "Principles of Good Practice for Dual Credit Courses" statement as well as clarifying comments to the

1999 dual credit policy approved by the board in June. Dual credit courses give high school students the opportunity to receive high school and college-level credit simultaneously. The 1999 policy will be monitored over the next three years and will be formally evaluated in 2002.

The board also received a report on out-of-state tuition and fee policies of public institutions. A June 1983 Coordinating Board policy states that tuition charged to out-of-state students should be twice the cost of in-state tuition. In September, the board requested information from the state's colleges and universities on their tuition- and fee-setting policies, and preliminary findings indicate the schools are in compliance with the June 1983 policy.

In addition to its regular meeting, the Coordinating Board met with the Southeast Missouri State University Board of Regents on Oct. 6. The two boards discussed the university's strategic planning and the results of Southeast's mission enhancement activities. 🍷

## Eldon Wallace honored with reception for retirement

**M**OREnet Executive Director Bill Mitchell, right, presents a gift to Eldon Wallace during a reception held in Wallace's honor on Sept. 15 in conjunction with the CTI conference. Wallace retired July 31 from the Department of Higher Education after having served as senior associate for budget development from 1984 to 1994 and as associate commissioner for fiscal affairs from 1994 until his retirement.

While at the department, Wallace was heavily involved in the establishment of MOREnet, a statewide network providing high-speed Internet access for schools and colleges, community networks, libraries and government agencies, and MOBIUS, the statewide common library system. MOREnet and MOBIUS co-sponsored the reception.

The Missouri Community College Association honored Wallace with its Distinguished Service Award for his outstanding service to community college education in Missouri. MCCA presented the award during its 35th Annual Convention Nov. 4 in Springfield. 🍎



## Budget, from page 1

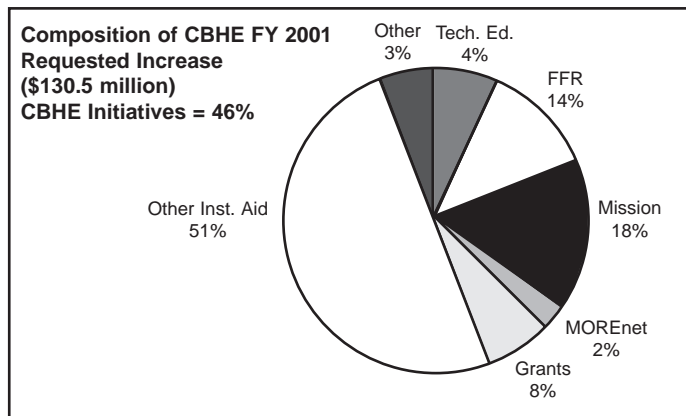
The Coordinating Board oversees 13 state-administered student financial assistance programs. The board approved a \$150.7 million request for student financial aid, including a \$10.6 million increase in scholarships, to be included in the FY 2001 budget recommendations. The funding will support several student financial assistance programs, including the Missouri Student Loan Program, the Missouri Higher Education Academic "Bright Flight" Scholarship Program, the Charles Gallagher Student Financial Assistance (grant) Program, the Missouri College Guarantee (scholarship) Program, the Advantage

Missouri (loan and loan forgiveness) Program and the Marguerite Ross Barnett Memorial Scholarship Program.

Postsecondary technical education also is included in the budget request. The Coordinating Board approved a request of more than \$25.4 million for the *State Plan for Postsecondary Technical Education*. Under the plan, Missouri's community colleges are working with area vocational technical schools to build a system providing statewide access to postsecondary technical education and training. Currently, postsecondary technical education is accessible by 82 percent of the state's population in 75 percent of Missouri's counties.

Almost \$18 million is being recommended for the board's performance-based funding initiative. Funding recommendations for each college and university are based on results in areas such as the success of under-represented groups, the quality of prospective teachers, graduation rates, freshman completion rates, and campus teaching and learning improvement projects.

In addition to the operating budget recommendations, the board approved several capital improvement requests, totaling \$5.5 million for the community colleges and \$156.6 million for the public four-year colleges and universities and Linn State Technical College. 🍎



## Conference addresses innovative use of technology

**M**ore than 250 college and university presidents, faculty and instructional technology professionals spent two days discussing the innovative use of technology to enhance teaching and learning during the Committee on Technology and Instruction's 1999 Fall Conference, held Sept. 15-16 in Osage Beach.

Sessions engaged participants in discussions related to major statewide initiatives, discipline-based teaching using technology, and collaborative efforts among institutions. Attendees also viewed technology demonstrations throughout the conference, including virtual reality simulations.

In one session, faculty demonstrated various ways technology is used to enhance teaching and learning.

One demonstration was a virtual reality simulation of Harlem in the 1920s, which is used in a Harlem Renaissance course at Central Missouri State University to help students visualize what they read in their textbooks. The simulation is not an attempt to replace students' own visualizations of the literature, but instead it is used to show the students what inspired the literature, CMSU English faculty member Bryan Carter said.

Another demonstration showed the course management tools that help faculty place course information, such as syllabi, quizzes and assignments, on the World Wide Web. Chris Fulcher, agriculture, food and natural resources faculty member at the University of Missouri-Columbia, uses the web to enhance his course.

Fulcher assigns students a reading, which they must use to complete a work module on the Internet and to take a



Dr. Robert Zemsky, founding director of the University of Pennsylvania's Institute for Research on Higher Education, gives the keynote speech at a joint luncheon of the Knight Roundtable and the CTI Conference.

quiz. Students cannot take the quiz unless the work module has been completed, and they must complete the web assignment prior to the class discussion.

This motivates the students to complete the reading assignment, which they may or may not have done without the web assignment. Using the web has significantly increased the amount of class discussion on the readings, Fulcher said.

A demonstration of MU's on-line master's degree program in educational technology also was presented at the conference. In constructing the program, the developers found:

- on-line students want to feel the same affiliation with the college or university that on-campus students have and
- on-line students need more information, such as course schedule information, not just about the current semester but also about future semesters, than on-campus students need.

"You have to build a trust relationship with on-line students so they know you'll be there next year," John Wedman, director of the School of Information Science and Learning Technologies at MU, said. "They can't see the bricks and mortar on-campus students see."

Currently in development is e-mizzou, a web site that will link to sites such as the University of Missouri-Columbia's radio station and newspaper. It is being designed to help on-line students get the "university experience," Wedman said.

During another conference session, Bill Elder and Courtney Morris, both with the Office of Social and Economic Data Analysis at University of Missouri



Above, Central Missouri State University English faculty member Bryan Carter, standing, demonstrates a virtual reality simulation of Harlem in the 1920s, which he uses in a Harlem Renaissance course at CMSU to help students visualize what they read in their textbooks.

At left, Bill Elder, Office of Social and Economic Data Analysis at University of Missouri Outreach and Extension, demonstrates the Missouri Learner's Network.

See CTI CONFERENCE, page 9



# Affordability Commission reviews recommendations, discusses role of student financial aid

Rising college costs are a concern of virtually every college student. As a result, the Missouri Commission on the Affordability of Higher Education has worked for almost a year to prepare recommendations related to the cost, price and affordability of Missouri higher education.

The commission will present its recommendations in its final report, "Toward an Affordable Future," at the 1999 Governor's Conference on Higher Education Dec. 9 at the Renaissance Hotel in St. Louis.

The recommendations include items related to cost containment strategies, state budget policies, pricing, financial access and student financial assistance programs, and consumer information.

During its July 8 meeting at the University of Missouri-Columbia, the commission reviewed the recommendations of the National Commission on the Cost of Higher Education and met with college and university presidents in small-group discussions on cost-containment measures and other college affordability issues.

In general, the groups agreed with the national commission's recommendations but suggested they might need some modifications to make them more applicable to Missouri. Other common themes in the small-group discussions include:

- Expanding transfer and articulation agreements between Missouri institutions
- Providing better information on the price of education to students and families
- Giving more assistance to youth living in poverty

**The Missouri Commission on the Affordability of Higher Education will present its final report, "Toward an Affordable Future," at the 1999 Governor's Conference on Higher Education Dec. 9 in St. Louis.**



Affordability commission members Terry Ward, left, assistant to the chairman of the board and director of community affairs for H & R Block, Inc., and Clarence Barksdale, vice chair of the Washington University Board of Trustees, discuss the commission's recommendations at the Sept. 9 meeting at Drury College in Springfield.

- Ensuring some availability of a low-cost point of access to college
- Continuing the tradition of students and families bearing some of the cost of attending college

Also during the meeting, the commission heard from a subgroup of members focusing on the role of student financial aid in financing higher education. Members noted the state's heavier emphasis on merit aid than need-based aid and the need to provide greater assistance for youth living in poverty and nontraditional students.

The commission continued its deliberations and reviewed a first draft of its report on Sept. 9 at Drury College in Springfield. On Nov. 4, commission members reviewed a second draft of their report and fine-tuned their recommendations.

The commission is comprised of education, government and business leaders; faculty; parents; students and other concerned citizens who are committed to improving accountability and affordability at Missouri colleges and universities. 🍏

## K-16 Coalition works to finalize report



Wilma Maddox, member of the Truman State University Board of Governors, speaks with Barry Parks, director of human resources for Positronics Industries, at a Missouri K-16 Coalition meeting. Both are coalition members.

**T**he Missouri K-16 Coalition summarized its report on mathematics for its three sponsoring boards Oct. 26 in Columbia.

The coalition of prominent Missourians from the public and private sectors was appointed by the Coordinating Board for Higher Education, the State Board of Education and the University of Missouri Board of Curators. The coalition initially focused on ways to improve the success of Missouri students in mathematics, with an

emphasis on grades 11 and 12 and the first two years of college.

Key recommendations in the report include appointing a standing committee of K-12 and higher education mathematics educators to advise state policy, using assessments to set high standards for all students and establishing a common database across educational sectors.

Also included in the report are recommendations to enhance the role of the state's nine Regional Professional Development Centers

in providing teacher training and professional development. The report recommends using existing incentive systems to enhance the quality of these programs, promoting the use of disciplinary content in teacher training and increasing institutional responsibility for teacher education.

In addition, colleges and universities are encouraged to develop strategies to increase student interest in mathematics and related disciplines.

At the coalition's Aug. 25 meeting in Jefferson City, coalition member Sen. Roseann Bentley discussed possible legislation regarding mathematics improvement that would be proposed during the next legislative session, and University of Missouri Director of University Relations Dave Lendt presented a proposed plan to increase public awareness about the importance of mathematics.

The coalition's report will be formally presented to the coalition's three sponsoring boards during each board's December meeting. The three boards will determine ways to promote the report and the importance of mathematics and will decide the future direction of the coalition. 🍏

# Missouri college, university presidents collaborate to improve higher education

**F**orty-nine leaders in Missouri higher education explored collaboration in meeting the educational needs of Missouri citizens during the Knight Higher Education Collaborative/Missouri College and University Presidents Roundtable held Sept. 15 in Osage Beach.

The goal of the discussions was to foster collaboration among Missouri's public and independent colleges and universities. The presidents, in small groups, addressed the importance of collaboration, including various incentives motivating the colleges and universities to collaborate.

In addition, participants discussed "targets of opportunity," which will help Missouri higher education leaders formulate a vision of how the state's colleges and universities, working collectively, collaboratively and individually with well-delineated missions, can meet the present and future educational needs of Missouri citizens.

During the September roundtable, participants created a list of 16 "targets of opportunity" and decided to focus on four major "targets":

- creating a culture of collaboration,
- collaborating to serve new markets,
- collaborating to improve technology infrastructure and use, and
- collaborating to improve teacher preparation.

These four "targets" will be the focus of ongoing group discussions in preparation for the follow-up roundtable in St. Louis on Dec. 8. Each group is expected to create a summary that includes clarifying statements defining one or more issues, a rationale for why each issue should be explored and a suggested process for action. The

summaries will serve as the basis for discussion at the December roundtable, when participants will explore issues and develop action plans to accomplish each of the "targets of opportunity."

Following the December roundtable, participants are expected to work collaboratively in the ongoing process to conceptualize a vision for Missouri higher education and to work toward a truly seamless statewide system of higher education.

The roundtable discussions were facilitated by Dr. Robert Zemsky, Dr. Mary-Linda Armacost, Dr. Gregory Wegner and Ann Duffield, all of the Knight Higher Education Collaborative. Zemsky and Armacost also were speakers at a joint luncheon of the Knight Roundtable and the Committee on Technology and Instruction's Fall 1999 Conference.

Unlike corporate universities, traditional colleges and universities



Lindenwood University President Dr. Dennis Spellmann, left, and Ranken Technical College Executive Vice President Jim Faughn discuss collaboration during the Knight Higher Education Collaborative/Missouri College and University Presidents Roundtable.

are mission-centered rather than profit-centered, Zemsky told the group of college and university presidents, faculty and technology instruction professionals.

"Colleges and universities need to be mission-centered and market smart," Zemsky said. "Markets change relationships and empower consumers, and technology is making our business a worldwide market."

Zemsky is the founding director of the University of Pennsylvania's Institute for Research on Higher Education, one of the nation's major public policy centers specializing in educational research and analysis. Last year, he was awarded the Council of Independent Colleges' annual Award for Outstanding Service to Independent Higher Education. He also was named one of 40 leaders of U.S. higher education by *Change* magazine. 🍏



Dr. Donald Doucette, vice chancellor of educational services and instructional technology for the Metropolitan Community Colleges, lists four of the 16 "targets of opportunity" created by participants during the Knight Higher Education Collaborative/Missouri College and University Presidents Roundtable.

# Faculty critique general education policy

**F**aculty and administrators from 64 Missouri colleges and universities gathered at a statewide conference in Columbia on Oct. 26 and 27 to discuss the general education of the state's college students.

More than 500 representatives of public and private institutions participated in the Fall Faculty Working Conference on General Education, designed to give participants a better understanding of the need for reform and to continue engaging faculty in the shaping of state-level policy.

During the conference, participants evaluated a draft policy involving a rationale for general education, a list of goals and competencies organized around four skill and four knowledge areas, and a peer review process.

There was general agreement that positive aspects of the draft proposal include the value of autonomy, the creation of clear goals and rationale, the use of current policies to drive discussion, the commitment to a collegial process of implementation and review, and the importance of a model that encourages completion of a coherent program.

Participants encouraged the General Education Steering Committee to avoid creating a mandatory curriculum or assessment approach, complicating current review and advising responsibilities, developing a policy that favors either native or transfer students, and making ease of transfer the only consideration.

In addition, there was agreement that the following issues need further exploration:

- the use of professional groups to help revise the goals and competencies;
- clarification about whether competencies are prescriptive, illustrative or somewhere in-between;
- the peer review process;
- the impact on advising, registrar operations and other student services;
- the development of methods for assessing the effect of the policy;
- the number of credit hours in the general education block;
- the relationship between the policy and current K-12 learner standards; and
- a process for making changes to the policy after it is adopted.

The GESC will review input gathered from all the sessions, seek further advice and incorporate its collective work into the next draft of the proposed policy.

Members also will continue to gather

input from constituent groups during the next few months.

A status report will be presented to the CBHE Committee on Transfer and Articulation in December. A revised draft policy will be presented for discussion at the annual Transfer and Articulation Conference on Feb. 9 and 10 at Tan-Tar-A in Osage Beach.

The GESC welcomes feedback and input from individuals, campuses and professional organizations from around the state at any time during the policy development process. Input received by Dec. 15 will be reviewed before issuing the next policy draft. For more information, visit the GESC web site at [sctl.semo.edu/gesc/index.htm](http://sctl.semo.edu/gesc/index.htm). 🍏

**For more information on the general education draft policy or to give feedback, visit the General Education Steering Committee web site at [sctl.semo.edu/gesc/index.htm](http://sctl.semo.edu/gesc/index.htm).**

## Academic Program Actions

New academic programs and changes in existing academic programs submitted by both public and private institutions are reported at each Coordinating Board meeting. Check our web site ([www.mocbhe.gov](http://www.mocbhe.gov)) for the most recent academic program actions.



## New leaders at Missouri colleges, universities



**E**ast Central College President Dr. Karen Herzog talks with MOSTARS Deputy Director Dan Peterson, left, and Department of Higher Education Associate Commissioner for Fiscal Affairs Dr. Brian Long at the new presidents' orientation on Aug. 6 at the Department of Higher Education office in Jefferson City. Six new presidents participated in the orientation, which was designed to provide them with an orientation to the CBHE's strategic planning initiatives, a statewide perspective of Missouri higher education and an opportunity to become acquainted with Department of Higher Education staff. 🍏

### New college, university leaders

Name	Title	Institution
Neal Creighton	Interim President	Westminster College
Dr. Kenneth Dobbins	President	Southeast Missouri State University
Ron Greathouse	Acting President	Blue River Community College
Dr. Karen Herzog	President	East Central College
Dr. Byron Klaus	President	Assemblies of God Theological Seminary
Dr. Gustavo Valadez Ortiz	President	St. Louis Community College at Florissant Valley
Dr. Bobby Patton	President	Central Missouri State University
Dr. Edward Ridgley	President	Kemper Military School and College
Dr. Henry Shannon	Acting Chancellor	St. Louis Community College
Dr. E. Lynn Suydam	President	St. Louis Community College at Meramec

## CTI Conference, from page 4

Outreach and Extension, demonstrated the Missouri Learner's Network, which will link Missouri's working adults with educational opportunities.

The network will include an Internet-based catalog which will centrally list all credit courses and degree programs offered by Missouri's colleges and universities at off-campus sites as well as on-line programs. In addition, the network will electronically refer learners to colleges and universities for services such as advising, library services and credit transfer.

Other conference sessions explored funding for information technology; the adaptation of intellectual property policies to a distance-learning context; and the use of technology to provide services in library outreach,

faculty support, technology training, financial aid and enrollment.

Sessions throughout the CTI conference stressed the importance of collaboration of colleges and universities with each other as well as with business and industry, government agencies, and elementary and secondary schools.

The Committee on Technology and Instruction, which sponsored the conference, was appointed in 1998 by the Coordinating Board for Higher Education to advise and make recommendations regarding the use of technology in the acceleration of learning and in providing greater access to higher education opportunities in Missouri. 🍏

# CBHE *Calendar*

## **Governor's Conference and CBHE Meeting (see schedule at left)**

December 8-9, 1999  
Renaissance Hotel, St. Louis \*

## **CBHE and Presidential Advisory Committee Meetings and Transfer and Articulation Conference**

February 9-10, 2000 \*  
Tan-Tar-A Resort, Osage Beach

## **CBHE and Presidential Advisory Committee Meetings**

April 13, 2000  
Missouri Western State College, St. Joseph

## **CBHE and Presidential Advisory Committee Meetings**

June 8, 2000  
College of the Ozarks, Point Lookout/Branson

## **CBHE and Presidential Advisory Committee Meetings**

October 12, 2000  
State Fair Community College, Sedalia

## **Workshop for Trustees, Governor's Conference, and CBHE Meeting**

December 6-7, 2000  
Jefferson City

\* Note change in date and/or location

## **1999 Governor's Conference on Higher Education**

### *Toward an Affordable Future*

Renaissance Hotel • St. Louis, Mo.

### **Tentative Schedule of Events**

#### **Wednesday, December 8**

- 11:30 a.m. Registration for Knight Higher Education Collaborative/Missouri College and University Presidents Roundtable
- Noon Knight Higher Education Collaborative/Missouri College and University Presidents Roundtable
- 5 p.m. Missourians for Higher Education Annual Meeting
- 5:30 p.m. Reception Honoring New and Past Presidents  
DINNER ON YOUR OWN

#### **Thursday, December 9**

- 8 a.m. Registration for Governor's Conference
- 9 a.m. Opening Session
- 10:15 a.m. Concurrent Breakout Sessions
- Noon Luncheon Session
- Keynote, Gov. Mel Carnahan
  - Faculty Awards Ceremony
- 2:15 p.m. Concurrent Breakout Sessions
- 3:30 p.m. CBHE Meeting

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# CBHE *News*

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## **FIRST CLASS**

**CBHE News** is published by the Missouri Department of Higher Education to inform Missouri's higher education community of Coordinating Board for Higher Education actions and higher education events. Copies are distributed to CBHE members, institutional governing boards and presidents, higher education associations, the Missouri General Assembly, Gov. Mel Carnahan and other interested Missouri citizens.

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